

## Emerging Markets Queries in Finance and Business

# Requirements on organizational encouragement and resources for the development of entrepreneurial creativity in a glocal social-ecological system case study

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**Abstract**

The European Union has been working hard to move decisively beyond the crisis and create the conditions for a more competitive economy with higher employment. The Europe 2020 strategy is about delivering growth that is: smart, through more effective investments in education, research and innovation; sustainable, thanks to a decisive move towards a low-carbon economy; and inclusive, with a strong emphasis on job creation and poverty reduction. The strategy is focused on five ambitious goals in the areas of employment, innovation, education, poverty reduction and climate/energy. To ensure that the Europe 2020 strategy delivers, a strong and effective system of economic governance has been set up to coordinate policy actions between the EU and national levels.

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*Keywords:* organizational encouragement, resources, outcomes, entrepreneurial creativity, glocal social-ecological system, case study.

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**1. Introduction**

The European Union has been working hard to move decisively beyond the crisis and create the conditions for a more competitive economy with higher employment. The Europe 2020 strategy is about delivering growth that is: smart, through more effective investments in education, research and innovation; sustainable, thanks to a decisive move towards a low-carbon economy; and inclusive, with a strong emphasis on job creation and poverty reduction. The strategy is focused on five ambitious goals in the areas of employment, innovation, education, poverty reduction and climate/energy. To ensure that the Europe 2020 strategy delivers, a strong and

effective system of economic governance has been set up to coordinate policy actions between the EU and national levels. [2]

A policy of investment in innovation should be promoted, based on the sustainable development, showing due regard to fundamental labour rights, consumers' and users' rights, and greater social equality. Innovation is a key driver for sustainable growth. The transition to sustainable societies needs innovation in research and industry, technology and products, agriculture and services, in labour relations, business practices and consumption patterns and life-styles. Boosting innovation needs a coherent, holistic European approach.

We follow sustainable development glocal. We follow a general framework for analysing the sustainability of socio-ecological systems – with a strong human intervention, for Entrepreneurial creativity in a glocal social-ecological system.

With regard to creativity education for entrepreneurship, the field of operation has been explored through the analysis of the educational experiences. The context analysis has been realised by means of internet researches and consultation of the document BEST PROCEDURE PROJECT: 'ENTREPRENEURSHIP IN VOCATIONAL EDUCATION AND TRAINING' - FINAL REPORT OF THE EXPERT GROUP, European Commission - Enterprise and Industry Directorate General, 2009. [3]

The analysis highlights that creativity education is often addressed to pupils, youth, unemployed people which participate in entrepreneurship training programme. Creativity is considered, in fact, a general entrepreneurial ability. There is not, however, a systematic approach for the development of creative skills in continuous training. The decision to invest or not in the development of the creative skills of the staff of the enterprises depends on the owners or managers of each company.

Regarding training needs for entrepreneurs and managers in the field of creativity, the field of operation has been explored through the development of a context analysis about the previous educational experiences realised by SMEs in the field of creativity. The results highlight that there is not a systematic approach for the development of creative skills in continuous training.

## **2. Methodology of the research**

In order to define the economic and socio-cultural contextual factors that facilitate or hinder the development of creative skills we applied questionnaires to entrepreneurs, managers and staff of 10 enterprises[1] and we analyzed: organizational encouragement, resources, outcomes.

## **3. Contributions**

Number of involved enterprises: 10

Number of managers involved: 10

Number of employees involved: 10

### **Sectors of involved enterprises**

10% Agricultural, 10% Industry, 30% Services, 20% ITC, 10% Research & Development, 20% Trading

### **Size of involved enterprises**

30% 0-5 employees

10% 6-15 employees

40% 26-50 employees

20% more than 100 employees

### **Presence of managers/directors in the enterprises**

100%

## 1. Organizational encouragement

### 1.a The organizational culture encourages creativity

	Entrepreneurs' answers	Employees' answers
Not at all		
Slightly	10%	
Average	10%	40%
Very	50%	30%
Very much	30%	30%

### 1.b Ideas are fairly and constructively judged

	Entrepreneurs' answers	Employees' answers
Not at all		
Slightly	10%	20%
Average	20%	40%
Very	40%	40%
Very much	30%	

### 1.c Creative work is rewarded and recognized

	Entrepreneurs' answers	Employees' answers
Not at all		
Slightly	10%	10%
Average	60%	40%
Very		50%
Very much	30%	

Positive answers prevail for both categories, even if employees give slightly less positive opinions.

Managers feel in general that their organization encourages expression of new ideas and that these ideas are fairly and constructively judged, but they feel their work recognition and reward is for the most part average.

Employees slightly downsize fair and constructive judgement of their ideas and feel that the reward and recognition of their work is above average. They also feel that the organizational culture encourages creativity to some degree (60%).

## 2. Lack of organizational impediments

### 2.a There are no internal political problems that impede creativity

	Entrepreneurs' answers	Employees' answers
Not at all	50%	40%
Slightly	10%	20%
Average	10%	30%
Very	20%	
Very much	10%	10%

### 2.b New idea are not harshly criticize

	Entrepreneurs' answers	Employees' answers
Not at all	50%	30%
Slightly	20%	20%
Average	10%	30%

Very	10%	10%
Very much	10%	10%

#### 2.c There's no destructive internal competition

	<b>Entrepreneurs' answers</b>	<b>Employees' answers</b>
Not at all	30%	40%
Slightly	30%	20%
Average		20%
Very	20%	10%
Very much	20%	10%

#### 2.d There's no avoidance of risk and of exploration of new possibilities and opportunities

	<b>Entrepreneurs' answers</b>	<b>Employees' answers</b>
Not at all	20%	20%
Slightly	20%	20%
Average	30%	60%
Very	20%	
Very much	10%	

In general people think there are no important organizational impediments to creative work.

There are differences in the answers given by employees and managers.

The use of negative questions caused misunderstandings. Some of the managers and employees did not understand the meaning of these questions, so the questions had to be explained on an individual basis.

### **Critical comment about ORGANIZATIONAL MOTIVATION**

Positive answers prevail for both categories, even if employees give slightly less positive opinions.

Managers feel in general that their organization encourages expression of new ideas and that these ideas are fairly and constructively judged, but they feel their work recognition and reward is for the most part average.

Employees slightly downsize fair and constructive judgement of their ideas and feel that the reward and recognition of their work is above average. They also feel that the organizational culture encourages creativity to some degree (60%).

In general people think there are no important organizational impediments to creative work.

There are differences in the answers given by employees and managers.

The use of negative questions caused misunderstandings. Some of managers and employees had a different way of understanding the meaning of these questions; as such explanations were in order.

## **Resources**

### **1. Sufficient resources**

#### 1.a People can get the resources they need for their job (funds, materials, facilities, information)

	<b>Entrepreneurs' answers</b>	<b>Employees' answers</b>
Not at all		
Slightly	20%	30%
Average	30%	30%
Very	40%	30%
Very much	10%	10%

20% of the managers and 30% of the employees acknowledge the fact that the resources they need for their job are inadequate. This situation is probably connected to the troubling economic times we as people are experiencing.

50% of the managers think they have more than sufficient resources to properly do their job, but only 40% of the employees feel the same way..

## 2. Realistic workload pressures

### 2.a Work deadlines don't compromise creative work

	Entrepreneurs' answers	Employees' answers
Not at all	20%	10%
Slightly	20%	20%
Average	10%	40%
Very	40%	30%
Very much	20%	

### 2.b People have enough time to do their work

	Entrepreneurs' answers	Employees' answers
Not at all		10%
Slightly		10%
Average	50%	40%
Very	20%	40%
Very much	30%	

Most people (managers and employees) think that work deadlines don't compromise creative work.

Answers to the question 2.b are slightly different: 20% of the employees feel they don't have enough time to do their work, whereas managers feel there is at least adequate time allocated for the required work.

### Critical comment about RESOURCES

20% of the managers and 30% of the employees acknowledge the fact that the resources they need for their job are inadequate. This situation is probably connected to the troubling economic times we as people are experiencing.

50% of the managers think they have more than sufficient resources to properly do their job, but only 40% of the employees feel the same way.

Most people (managers and employees) think that work deadlines don't compromise creative work.

Answers to the question 2.b are slightly different: 20% of the employees feel they don't have enough time to do their work, whereas managers feel there is at least adequate time allocated for the required work.

## Outcomes

### 1. Creativity

1.a People feel that the organization or unit they work in is creative

	Entrepreneurs' answers	Employees' answers
Not at all		
Slightly	20%	10%
Average	40%	30%
Very	10%	40%
Very much	30%	20%

1.b People feel they actually produce creative work

	Entrepreneurs' answers	Employees' answers
Not at all	10%	10%
Slightly	20%	20%
Average	20%	10%
Very	20%	50%
Very much	30%	10%

In general managers feel that the organization or unit they work in is creative. Employees share this feeling.

### 2. Productivity

2.a People feel that the organization or unit they work in is efficient, effective and productive

	Entrepreneurs' answers	Employees' answers
Not at all		10%
Slightly	20%	
Average	30%	50%
Very	30%	30%
Very much	20%	10%

The majority of managers feel that the organization or unit they work in is quite efficient.

Only 10% of the employees feel the organization or unit they work in is not efficient.

#### Critical comment about OUTPUTS

In general managers feel that the organization or unit they work in is creative, only 20% of them do not feel this way. Employees share this feeling, only 10% of them do not feel the organization or unit they work in is not creative.

The majority of managers feel that the organization or unit they work in is quite efficient.

Only 10% of the employees feel the organization or unit they work in is not efficient.

### Summary of the facts

1.a The organizational culture encourages creativity

	Entrepreneurs' answers	Employees' answers
Not at all		
Slightly	10%	
Average	10%	40%
Very	50%	30%
Very much	30%	30%

2.a There are no internal political problems that impede creativity

	Entrepreneurs' answers	Employees' answers
Not at all	50%	40%
Slightly	10%	20%
Average	10%	30%
Very	20%	
Very much	10%	10%

## 4. Results

### Final critical comments

The little sample of the survey does not show real statistical value. But in general we can say that:

The main problem managers see with their enterprises is a source of financing, while employees feel that there are organizational problems.

The enterprises are focused on local and regional markets.

We have involved 10 enterprises (10% Agricultural, 10% Industry, 30% Services, 20% ITC, 10% Research & Development, 20% Trading)

1. All the enterprises(managers and employees) felt for the most part positive about creativity in the management and in the organization.
2. Of the enterprises questioned; 30% have 0-5 employees, 10% have 6-15 employees, 40% have 26-50, 20% have more than 100 employees. The smaller enterprises feel the need to be more creative due to the fact that they have less economical power and that they face more challenges.
3. The vast majority of the managers feel that the organization or unit they work in is creative. Employees share this feeling.
4. The elements that are more important and decisive for an enterprise to be creative:
  - freedom to manage the assigned tasks autonomously
  - encouragement to solve problems creatively
  - assignment of challenging tasks and important projects
  - managerial support of work groups
  - managerial appreciation of individual contributions from employees
  - recognition of creative work
  - presence of sufficient resources (funds, materials, facilities, information);
5. The enterprise could increase and strengthen those elements by:
  - letting employees free to organize their work and to decide how to reach their goals, giving them a good level of autonomy and examples of good creative practices
  - encouraging employees to solve problems creatively; this encouragement could start from the lowest level of creativity which is imitation
  - involving the employees in work that is challenging and stimulating
  - supporting work groups and exchange between employees
  - appreciating and publicly recognizing the new ideas that are effective
  - guaranteeing the presence of adequate resources (material and immaterial resources)

How can we better organize the course for creativity from holistic theory of the universe? ... Knowing that we are all creators of a certain level within the universal ecosystem.

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